



The California Governor's Committee on Employment of People with Disabilities

CALIFORNIA COMPREHENSIVE STRATEGY FOR THE EMPLOYMENT OF PEOPLE WITH DISABILITIES

As approved by the committee on January 26, 2006

FOREWORD

Assembly Bill (AB) 925 requires the California Health and Human Services Agency (HHSA) and the Labor and Workforce Development Agency (LWDA), using existing resources, to create a sustainable, Comprehensive Strategy to accomplish various goals aimed at bringing more people with disabilities into employment. The increased partnering of these two agencies will bring together the majority of government programs that provide employment and support services for people seeking employment, including programs specific to people with disabilities. The Governor's Committee on the Employment of People with Disabilities (Governor's Committee) that is staffed by the Employment Development Department in the LWDA has been designated in AB 925 as the hub for coordinating the design and activities of the Comprehensive Strategy.

The HHSA is responsible for providing state leadership for the health, benefits, income maintenance, independent living and vocational rehabilitation services that support the capacity of people with disabilities to work. The HHSA programs and services prepare and provide incentives and supports for people with disabilities to become job ready and seek employment without fear of losing needed benefits and supports. Some of these programs and services are the vocational rehabilitation system, the regional center system, the health coverage and benefits systems, welfare to work programs, and mental health and alcohol and drug treatment programs. These programs and services are critical for providing the specialized services and supports that enable people with disabilities to pursue employment, and are instrumental in California's ability to achieve an employment rate for people with disabilities that is as close as possible to that of the general population.

The LWDA is responsible for providing leadership for the California workforce development system. Additionally, through the Governor's Committee, LWDA provides leadership and resources to coordinate all aspects of the Comprehensive Strategy for the Employment of People with Disabilities. Some of the programs and services the LWDA oversees are the State and local Workforce Investment Boards, One-Stop Career Center system, employment preparation and training, state disability insurance, unemployment insurance, apprenticeship programs, training programs for employers, and an employer network that includes small, medium and large businesses.

Another key AB 925 partner is the business community. All employers in California will reap the benefits of a better-coordinated public and private system that assists people with disabilities to become qualified candidates and help fill employers' workforce needs.

The Comprehensive Strategy is the first coordinated state plan of its kind to move toward this integrated system of services. It is more than a work plan. It is

an evolving, flexible policy framework that establishes priorities leading to a redirection of the emphasis and resources of key State programs to better serve the employment outcomes of people with disabilities.

The Governor's Committee will use this Strategy to work for a seamless, cohesive delivery system across State Agencies by including State and local stakeholders, employers and the disability community in the development of recommendations and activities to accomplish these goals. The Governor's Committee will link these recommendations and activities to the workforce system by advising and consulting with the California Workforce Investment Board on disability employment policy issues.

The Governor's Committee will include in its annual report to the Governor and Legislature the State's progress in meeting the goals of the Comprehensive Strategy.

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“Never doubt that a small group of thoughtful committed citizens can change the world; indeed, that is the only thing that ever has.”

- Margaret Mead

Introduction

California is on a path to transform its public services and supports for people with disabilities from a confusing system that includes disincentives to employment, into a coordinated system that supports an individual's choice to seek employment at any age. This shift in public policy comes out of a desire to maximize the potential of all citizens as contributing members of society, provide people with disabilities increased options to participate in the workforce, help relieve an overburdened public assistance system, and make productive use of everyone's talents. It is important to note that people with disabilities encompass a broad and diverse group of people of all ages including those with apparent and non-apparent mental or physical conditions.

The promise of the Workforce Inclusion Act, better known as Assembly Bill (AB) 925, is to support people with disabilities in moving to a higher level of equality and integration into the mainstream of society, through paid, competitive employment. AB 925 established a statutory framework upon which better-coordinated systems could operate. It represents a formal acknowledgement by the State of California and the disability community that individuals are better off when working, as long as certain safeguards and supports are in place.

AB 925 designated the California Governor's Committee on Employment of People with Disabilities (Governor's Committee) as the coordinating body for this systems-wide change, and charged the Governor's Committee with developing the Comprehensive Strategy as a framework for carrying out the mandates of the law.

We recognize that a comprehensive employment system must assist youth and adults to enter the workforce, continue in the workforce, and maximize economic impact and benefit as members of that workforce at any age. In addition, the workforce system must address the needs and interests of all: the worker, the employer, and the community. This Strategy will build such a system.

AB 925 was the result of the ongoing policy dialogue that state and federal policy makers have had with wide ranges of the disability community in California and the nation. Building on this rich tradition, the California Comprehensive Strategy for the Employment of People with Disabilities is a culmination of input from

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public and private meetings, conferences, discussions, debates, forums and focus groups. It contains the voice of California employers, educators, advocates, youth and adults with disabilities, service providers, family members, and government agencies. It is a roadmap for fulfilling the promise of AB 925.

Our Vision

People with disabilities will be prepared to maximize their self-sufficiency by integrating into the mainstream of a California labor market that is accessible to the diversity of its workers and job seekers.

Our Mission

California commits to achieving an employment rate for people with disabilities as close as possible to that of the general population by:

- Removing barriers to work; and,
- Providing needed services, supports and incentives to maximize individual economic growth and development.

Our Values and Philosophy

- Universal access is the foundation for all of our efforts.
- Partnership and collaboration with all stakeholders is the key to achieving our goals.
- Equal opportunity, full participation, independent living and economic self-sufficiency are core principles for the development of a workforce system accessible for people with disabilities.
- Employment is an economic and social goal that benefits the individual, the community, and the economy.
- People with disabilities are expected and prepared to participate in economic and workforce activities.
- Public policy at all levels must promote employment incentives and decrease disincentives for both people with disabilities and employers.
- The new employment culture supports the primary relationship being between the employer and the employee with the disability or an individual's self-employment choice.

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- The business community is a valued partner in providing employment opportunities for people with disabilities.
- Seamless, uninterrupted access to public and private health care enhances an ability to work.
- Services that ensure and support independent living are part of an essential infrastructure to assist people with disabilities to gain and retain successful, competitive employment.
- Regional differences, as well as cultural and language differences often require different approaches to accomplish our goals.

Our Major Objectives

- A. Engage the business community in the development of an inclusive workforce system that supports their changing business needs and provides people with disabilities opportunities for employment and advancement in the workplace.
- B. Make employment preparation and supports available and accessible for people with disabilities to enable them to be successful on the job and advance in their careers.
- C. Develop public policy that will align public sector systems that support the employment of people with disabilities into an infrastructure that streamlines and maximizes resources.

The Roadmap

This roadmap is organized into three major groupings as a way to focus the required planning efforts. All are equally important and, in many ways, connected components. We will meet the needs of business by providing a diverse workforce that has the education, skills and attitude necessary to flourish in the workplace. We will help prepare and support people with disabilities to fill a current and future gap in California's evolving workforce. We will assist the public sector in its responsibility to create the necessary infrastructure to meet the needs of business and people with disabilities who hope to enter, re-enter or advance in the workforce. To that end, the following goals were collaboratively

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developed with partner agencies and other interested stakeholders as the roadmap to help us realize our vision.

A. Meeting the needs of Business

Goal A1 - Remove the barriers which employers face in hiring people with disabilities, e.g., misconceptions regarding costs and accommodations, workers compensation and discrimination claims.

Goal A2 - The business community is equipped with the practical information and tools necessary to build their workforce inclusive of people with disabilities, e.g., employer incentives, labor market information.

B. Preparing and Supporting Persons with Disabilities

Goal B1 - Remove the barriers that people with disabilities face when seeking employment, e.g., health coverage, housing, transportation and accessibility.

Goal B2 - Youth with disabilities have the resources and supports they need to complete their education and transition to employment that leads to economic self-sufficiency and independent living.

Goal B3 - People with disabilities seeking self-employment options have a variety of micro-enterprise and entrepreneurial opportunities available.

Goal B4 - Youth and adults with disabilities have the academic, literacy, and work-readiness skills that the labor market requires.

Goal B5 - Youth and adults with disabilities are exposed to a range of experiences in order to make informed choices about work and career options.

Goal B6 - Increased customer/consumer knowledge and choice in obtaining rehabilitation, vocational and health coverage services to help youth and adults with disabilities go to work and attain their employment goals.

Goal B7 - Services are in place for disabled veterans to obtain and retain employment.

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C. Aligning Systems

Goal C1 – Work toward a seamless, cohesive delivery system across State Agencies by including State and local stakeholders, employers and the disability community in the development of policies and practices.

Goal C2 - The State of California is a model employer for hiring people with disabilities.

Goal C3 - The State Workforce Investment Board and local One-Stop Career Centers promote universal access in order to achieve full compliance with State and federal laws and to increase employment of people with disabilities.

Goal C4 - Comprehensive public awareness and education campaigns targeted towards decreasing stigma, eliminating attitudinal barriers and discrimination, and increasing awareness of the advantages of hiring qualified adults and youth with disabilities is developed and promoted.

Goal C5 - Integrated management information systems will provide consistent data to inform policy recommendations.

Action Plan

Following are the actions the Governor's Committee will build upon to achieve our goals.

A. MEETING THE NEEDS OF BUSINESS

Goal A1

Remove the barriers which employers face in hiring people with disabilities, e.g., misconceptions regarding costs and accommodations, workers compensation and discrimination claims.

Actions:

- a. Strengthen collaborations with the business community to solicit solutions to increase employment opportunities.
- b. Identify, categorize, and prioritize barriers for large, medium and small employers.

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- c. Create or strengthen working partnerships with the Business Leadership Network, Chambers of Commerce, Trade Associations and other business-led organizations.
- d. Address barriers as viewed by large, medium, and small employers.
- e. Promote and implement solutions to increase employment opportunities while respecting the cultural diversity of Californians with disabilities.
- f. Create, develop, and support intermediary organizations to coordinate providers working with employers.
- g. Facilitate and stimulate the development of products and services that support youth and adults in the workplace.
- h. Assist employers in developing quality skill development programs.
- i. Develop and promote Return to Work strategies, including partial employment, for injured workers.
- j. Study and develop demand-side employment models in order to replicate best practices.
- k. Build and nurture relationships with local high school Special Education Programs and college/university Disabled Students Programs and Services and Career Centers.
- l. Share pertinent labor market information and findings on employer requirements to assist educators, trainers, guidance counselors, and students with education and career planning.
- m. Strengthen, encourage, and build community awareness of labor market needs.

Goal A2

The business community is equipped with the practical information and tools necessary to build their workforce inclusive of people with disabilities, e.g., employer incentives, labor market information.

Actions:

- a. Provide accurate and effective labor market information regarding workforce trends to employers.
- b. Provide existing and develop new disability awareness and disability-related legal training for employers, e.g., Americans with Disabilities Act.
- c. Provide information and resources regarding workplace accommodations/assistive technology and health care benefits.
- d. Develop and implement a marketing strategy to increase usage of current employer incentive programs.

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- e. Ensure One-Stop Career Center business/employer relations/services teams have knowledge of, and access to, services, incentives, and supports that remove the barriers employers face in hiring people with disabilities.
- f. Review and recommend improvements to current employer incentive programs, including methods to streamline the process.
- g. Conduct employer focus groups and compile data to identify and recommend additional incentive areas (i.e., employer tax credit for employee affinity groups, job coaches) for hiring, retaining, promoting, and supporting people with disabilities.
- h. Provide employers with a pool of job-ready, qualified persons with disabilities.
- i. Outreach to immigrant-owned businesses to provide the training and technical assistance necessary to build an inclusive workplace.
- j. Provide and market best practice employee affinity group models for business to replicate.

B. PREPARING AND SUPPORTING PERSONS WITH DISABILITIES

Goal B1

Remove the barriers that people with disabilities face when seeking employment, e.g., health coverage, housing, transportation and accessibility.

Actions:

- a. Identify and recommend elimination and/or reconciliation of conflicts within existing State law that are barriers to employment.
- b. Increase participation, evaluate program effectiveness, and make recommendations for improvement in the 250% Working Disabled Program, e.g., add a grace period for temporary lapses in employment for Medi-Cal Working Disabled Program enrollees.
- c. Make recommendations relative to the 250% Working Disabled Program's time-limited status.
- d. De-link healthcare and working from poverty status in public policy, e.g., look at raising asset limits.
- e. Maintain ongoing analysis of health coverage issues related to work for people with disabilities.
- f. Increase capacity for one-on-one health, benefits, and financial planning services in public, non-profit and private venues, including private sector capacities such as Human Resource departments.

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- g. Study income maintenance policies and pilot new approaches to determine effective practices, e.g., portability of work incentives across government programs.
- h. Increase capacity for ongoing services to assist people with disabilities retain employment.
- i. Increase knowledge and participation of the In-Home Supportive Services in the workplace program.
- j. Link with the Olmstead Advisory Committee regarding its efforts to increase affordable and accessible housing and transportation for people with disabilities.
- k. Build and foster relationships between the housing system and the disability community to improve the accessibility and affordability of housing, including supported housing options.
- l. Build and foster relationships with the transportation system to determine methods to increase accessibility and availability of rural and urban transportation system infrastructures to support the ability of people with disabilities to travel to and from work.
- m. Encourage services and facility improvements to address the transportation needs of people with disabilities that go beyond those required by the ADA by pursuing newly enacted and existing transportation program funding, e.g., the New Freedom Program funding from the U.S. Department of Transportation.
- n. Identify additional barriers to employment for people with disabilities including personal and language barriers through focus groups and outreach to the disability community.
- o. Craft solutions that decrease disincentives to enter the workforce.

Goal B2

Youth with disabilities have the resources and supports they need to complete their education and transition to employment that leads to economic self-sufficiency and independent living.

Actions:

- a. Link with the Improving Transition Outcomes for Youth with Disabilities (ITOP) state planning efforts to coordinate activities.
- b. Build capacity in high school Special Education, college/university Disabled Students Programs and Services, and Career Centers in meeting the educational and employment needs of future workers by assisting students with career and benefit planning.

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- c. Develop and promote a job candidate recruitment program that offers a database of qualified students with disabilities as an employment resource for the business community.
- d. Outreach to foster youth, juvenile justice youth and limited English speaking youth populations with disabilities to ensure they are linked with the services and supports necessary to become self-sufficient.
- e. Integrate system support and information through on-site staff presence at schools focused on employment services and supports.
- f. Seek resources and programs for youth with disabilities focused on creating opportunities for work experience, internships and apprenticeships.
- g. Work with families and community organizations to raise employment expectations, develop a work ethic, and assist the youth to develop the knowledge, skills, and attitudes for greater independence and self-sufficiency in adulthood.
- h. Partner with the Social Security Administration to create opportunities for youth SSI/SSDI recipients/beneficiaries so that wage replacement income is a stepping-stone to greater independence and self-sufficiency.
- i. Establish a mechanism for ongoing dialogue with local Special Educators, parents/families and youth regarding necessary services and education and as a means to disseminate information.
- j. Assure graduation standards for youth with disabilities that include options to attaining a diploma.
- k. Assure that students are supported by highly qualified transitional support staff that may or may not be school staff.
- l. Assure that individual transition plans drive personal instruction and strategies to continue the transition process post-schooling.
- m. Provide access specific and individual learning accommodations while youth are in school.
- n. Include health, benefits and financial planning as an available service for a student's Individualized Education Plan.
- o. Recommend methods to incorporate asset development and financial management into youth curricula.
- p. Provide parent/family education and training regarding supports, services and employment options for their child.
- q. Educate youth with disabilities and their families about drug and alcohol and gang awareness.
- r. Support mentoring and other programs that provide positive role models for youth with disabilities.

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- s. Promote and support self-determination, leadership and self-advocacy training and programs.
- t. Support and encourage peer-to-peer interaction opportunities and programs.
- u. Educate youth with disabilities and their families regarding disability history and culture.
- v. Replicate successful youth demonstration projects/grant programs statewide, e.g., Department of Labor Improving Transition Outcomes Project, Social Security Administration Youth Transition Demonstration Project.

Goal B3

People with disabilities seeking self-employment options have a variety of micro-enterprise and entrepreneurial opportunities available.

Actions:

- a. Make system partners aware of the available self-employment options for people with disabilities.
- b. Educate people with disabilities regarding self-employment opportunities that are available.
- c. Promote economic development and Small business Administration programs to support entrepreneurship for people with disabilities, e.g., SCORE (Counselors to America's Small Business).
- d. Seek out examples of successful self-employment of people with disabilities to disseminate as best practices, e.g., the Disabled Businesspersons Association.

Goal B4

Youth and adults with disabilities have the academic, literacy, and work-readiness skills that the labor market requires.

Actions:

- a. Build academic programs for people with disabilities based on clear State standards.
- b. Provide career and technical education programs that are based on professional and industry standards.
- c. Provide curricular and program options based on universal design of school, work and community-based learning experiences.

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- d. Create and support learning environments that are small and safe, including extra supports such as tutoring, as necessary.
- e. Link with the California Department of Education State Improvement Grant efforts to develop and provide supports for, and by, highly qualified staff.
- f. Provide access to an assessment system that includes multiple measures.
- g. Create and promote opportunities to learn and practice work skills (soft skills).
- h. Create and offer opportunities to learn first-hand about specific occupational skills related to a career pathway.
- i. Create opportunities for youth and adults to understand the relationships between benefits planning and career choices.
- j. Provide opportunities for youth and adults with disabilities to learn to communicate their disability-related work support and accommodation needs.
- k. Provide opportunities for youth and adults to learn to find, formally request, and secure appropriate supports and reasonable accommodations in education, training and employment settings.

Goal B5

Youth and adults with disabilities are exposed to a range of experiences in order to make informed choices about work and career options.

Actions:

- a. Use career assessments to help identify youth and adult educational and post-school preferences and interests.
- b. Provide structured exposure to post-secondary education and other life-long learning opportunities.
- c. Provide exposure to career opportunities that ultimately lead to a living wage, including information about educational requirements, entry requirements, income and benefits potential, and asset accumulation.
- d. Provide training designed to improve job-seeking skills and workplace basic skills.
- e. Create and promote opportunities to engage in a range of work-based exploration activities such as site visits and job shadowing.
- f. Offer multiple on-the-job training experiences, including community service (paid or unpaid) that is specifically linked to the content of a program of study and school credit.

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Goal B6

Increased customer/consumer knowledge and choice in obtaining rehabilitation, vocational, and health coverage services to help youth and adults with disabilities go to work and attain their employment goals.

Actions:

- a. Provide information and resources that are verifiable and accurate regarding programs and benefits.
- b. Disseminate information about the array of rehabilitation and vocational services that prepare youth, newly disabled individuals, underserved communities, and other potential employees with disabilities to be job ready.
- c. Support injured workers to return to work through early intervention strategies.
- d. Market current work incentives, supports, and resources available to persons with disabilities (e.g., personal care services in the workplace, PASS, video interpreter services, etc.).
- e. Advocate for changes in the Ticket to Work Program that will increase employment of adults with disabilities.
- f. Promote and support consumers' understanding and uses of the Ticket to Work Program and other work incentives.
- g. Actively focus on addressing the needs of individuals who are not participants in the Ticket to Work Program.
- h. Market the availability and importance of labor market information for persons with disabilities in choosing a career goal.
- i. Support and recommend partnering with Social Security Administration or other agencies on any demonstration project focused on employment and self-sufficiency for people with disabilities, e.g., the California HIV/Autoimmune Disorder Project, the Disability Program Navigator Project, or other initiatives within the One-Stop Career Center System.

Goal B7

Services are in place for disabled veterans to obtain and retain employment.

Actions:

- a. Develop a linkage between workforce development partners and Veterans Administration to coordinate services for disabled veterans.

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- b. Ensure a coordinated service plan for disabled veterans to reintegrate into the labor market including ongoing mental health services.
- c. Integrate mental health and alcohol and drug services for veterans into community based programs and services (i.e., One-Stop Career Centers, college campuses) to help remove the stigma of seeking services.
- d. Outreach to veterans to help remove the stigma of seeking mental health and alcohol and drug services.
- e. Outreach to disabled veterans, including returning military, Reservists and National Guard, to provide educational and resource information.
- f. Educate veterans and their families regarding the symptoms of, and resources available for, mental health issues (i.e., post traumatic stress disorder).

C. ALIGNING SYSTEMS

Goal C1

Work toward a seamless, cohesive delivery system across State Agencies by including State and local stakeholders, employers and the disability community in the development of policies and practices.

Actions:

- a. Identify and outreach to all workforce development partners including health coverage, transportation, housing, corrections, aging, veterans, social security, local workforce investment boards, etc. and create or enhance the needed linkages to achieve common goals.
- b. Identify, monitor, and link to all existing disability employment and support service Councils, Advisory Committees, Workgroups, etc. to coordinate common activities and goals, e.g., the Olmstead Advisory Committee, Council on Developmental Disabilities, State Rehabilitation Council.
- c. Engage policy makers, employers, and appropriate stakeholders in coming to agreement on an operational definition of disability as it pertains to employment.
- d. Conduct a service needs evaluation across relevant systems that should support people with disabilities in order to determine unmet needs.

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- e. Analyze state or federal policies and recommend changes when conflicting policies create documented barriers to employment for people with disabilities.
- f. Review State regulations and recommend revisions in order to align and improve systems that support people with disabilities in employment.
- g. Advise and consult with the Administration regarding legislation that supports the movement of people with disabilities into employment.
- h. Monitor the availability of resources, and where needed, provide support for additional resources for programs that directly assist people with disabilities in becoming employed.
- i. Identify targets for additional resources to improve successful practices and innovative services that increase the employment of persons with disabilities.
- j. Leverage existing resources, including employers as a potential source of training resources.
- k. Integrate services and supports across systems.
- l. Recommend and support agency pursuit of grant opportunities that are in alignment with the goals of the Strategy.
- m. Make grants available to counties and local workforce investment boards, when funds are available, for the purpose of enhancing employment opportunities for individuals with disabilities or assisting individuals remove barriers to work through benefits planning and outreach programs.
- n. Develop strategies for sustainability of innovative practices.
- o. Analyze and recommend improvements to initiatives/practices that strengthen the ability of the local Workforce Investment Boards, One-Stop Career Centers and the Department of Health Services programs to meet the employment needs of people with disabilities, e.g., Disability Program Navigators, for replication statewide.
- p. Whenever possible, increase the time and staffing of co-located DOR counselors at One-Stop Career Centers.
- q. Disseminate best practices that support people with disabilities in moving toward employment.
- r. Support the increased representation of people with disabilities on local workforce investment boards.
- s. Promote a universal intake form for One-Stop Career Center partners.
- t. Increase stakeholder knowledge through cross agency training.
- u. Support disability, workforce, and labor market research efforts.

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Goal C2

The State of California is a model employer for hiring people with disabilities.

Actions:

- a. Support the Governor's Executive Order S-4-05 which states:
 - The State Personnel Board and Department of Rehabilitation will provide statewide leadership and technical guidance in the development of California as a model employer of people with disabilities.
 - All state agencies, departments, boards, and commissions will utilize the Limited Examination and Appointment Program (LEAP) lists in filling vacancies.
 - All state agencies comply with existing law and review hiring practices annually to identify barriers to employment for people with disabilities and take appropriate action to eliminate any non job-related barriers to the integration of people with disabilities into the state workforce.
 - All state agencies, departments, boards, and commissions will utilize best efforts with respect to recruitment, hiring, advancement and other terms, conditions and privileges of employment and issue clear, written directives to their managers and supervisors prohibiting discrimination against qualified people with disabilities.
- b. Encourage all state agencies, departments, boards and commissions to recruit employees that reflect the diversity of California, including people with disabilities.

Goal C3

The State Workforce Investment Board and local One-Stop Career Centers promote universal access in order to achieve full compliance with State and federal laws and to increase employment of people with disabilities.

Actions:

- a. Survey the local WIBs and One-Stop Career Centers to determine areas of need related to accessibility and non-discrimination.

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- b. Provide the necessary information or technical assistance to address the One-Stop Career Centers' identified needs related to accessibility and non-discrimination issues.
- c. Coordinate and support ongoing training regarding WIA Section 188, Section 504 of the Rehabilitation Act and the ADA.
- d. Ensure that the requirements for universal access for people with disabilities in the workforce system are effectively implemented and monitored.

Goal C4

Comprehensive public awareness and education campaigns targeted towards decreasing stigma, eliminating attitudinal barriers and discrimination, and increasing awareness of the advantages of hiring qualified adults and youth with disabilities is developed and promoted.

Actions:

- a. Provide leadership to combat negative attitudes and prejudice about people with disabilities in the workforce.
- b. Develop and promote a unified and culturally competent message across departments and partners with a public awareness/education campaign focused on an individual's abilities and employability.
- c. Utilize multimedia approaches to the public awareness/education campaign.
- d. Promote public education regarding the ADA and access issues for persons with disabilities.
- e. Acknowledge employers who provide best practices in hiring people with disabilities.

Goal C5

Integrated management information systems will provide consistent data to inform policy recommendations.

Actions:

- a. Analyze management information systems across agencies to determine similarities and differences.
- b. Identify existing systems and databases and/or develop a system for measuring and tracking outcomes across state agencies and in concert with federal partners.

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- c. Develop and support a data management and warehousing system across programs, aligning the multitude of individualized planning tools, outcome and performance indicators and reports.
- d. Establish the baseline measure for determining measurable progress toward meeting the goal of achieving an employment rate for people with disabilities as close as possible to that of the general population.
- e. Adopt reporting procedures that track clients who use multiple state and federal systems.
- f. Require the system to be accountable for outcomes in the employment success of this population.
- g. Ensure that all state information services and technologies are accessible media for all Californians.

EVALUATION STRATEGY

An evaluation of the progress towards our stated mission will be conducted every two years and will be reported in the annual report to the Legislature. Progress on individual goals, as well as specific policy recommendations, will be reported annually. A system of reporting, tracking, and measuring outcomes will be decided upon using independent measures for each goal. When possible, and dependent upon resource availability, independent evaluators will be sought to design and conduct the evaluation.